



# Human Resources Business Plan

**Fiscal Years: 2010 and 2011**  
(10/1/09 through 9/30/10)

Plan Date: January 1, 2010

Approved by:

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Angela Maher, Department Director

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Howard Piper, Special Assistant

## Departmental Business Plan and Outlook

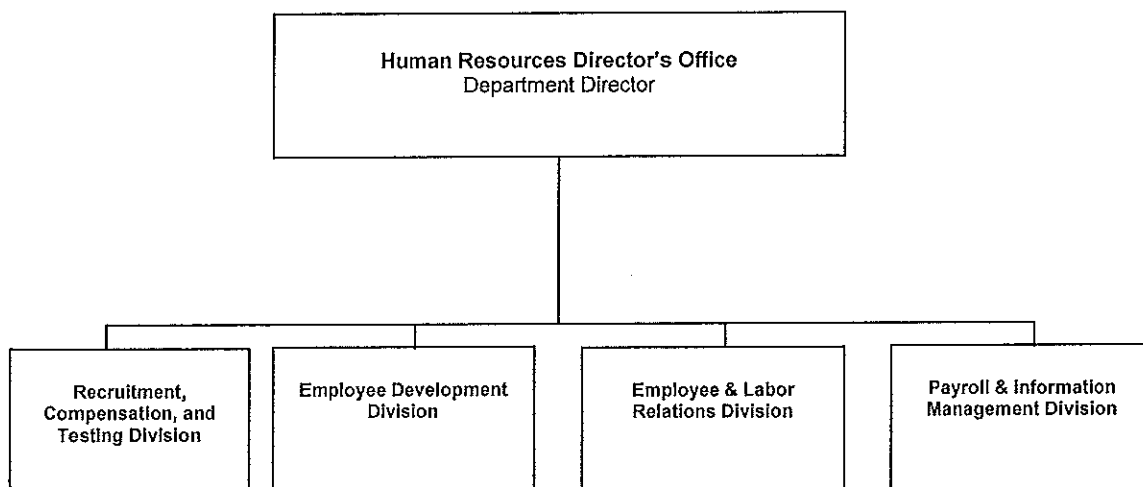
Department Name: Human Resources

Fiscal Years: 2009-10 & 2010-11

### EXECUTIVE SUMMARY

Miami-Dade County faces significant human resources issues as its workforce ages. Not unlike other county, state and federal jurisdictions, Miami-Dade County must begin to make appropriate plans to attract, develop, and retain a strong and capable workforce to meet the increasing demands for county services. The median age of the current workforce is 45 years and of the 27,595 full-time employees, 21 percent will reach retirement age within five years. Additionally, approximately 48 percent of senior managers will reach retirement age in the next five years. This suggests an urgent need for far-reaching human resources strategies to develop the County's workforce and prepare it for the future. The FY2008-09 human resources (HR) strategy is to implement progressive programs to meet these challenges while continuing to provide high quality HR services.

Currently, the department provides centralized HR services through four operating divisions shown below. The divisions manage day-to-day tasks designed to process and address issues related to recruitment and compensation, employee development, labor relations, employee appeals and process biweekly payrolls (average payroll equals \$79.5 million), implement and enhance systems, provide metrics as well as maintain medical and personnel records. During FY 2008-09 the department provided training for 11,790 employees (approximately 43% of the workforce) in more than 100 disciplines including supervisory training, management and leadership workshops, computer skills and general business competencies. HR continues to process timely bi-weekly payroll for more than 33,104 employees with greater than 98 percent accuracy and processed 2,163 tuition refund payments. As the gateway to the County for employment, HR received and processed more than 133,533 employment applications, recruited for 2,655 vacancies and classified 1,733 positions. Additionally, the Department administered written/video examinations during 77 sessions for 23,027 applicants for tested positions and responded to 1,917 public records requests, 2,907 employment verifications, more than 929 appeals, grievances, name clearing requests and other challenges combined. Layoff administration during FY2008-09 resulted in the review of 1,873 personnel files and the calculation of 5,620 retention scores. There were 455 employees who exercised classified service rights and 208 employees were placed through the Pipeline assistance process.



## **Departmental Business Plan and Outlook**

**Department Name: Human Resources**

**Fiscal Years: 2009-10 & 2010-11**

### **Summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year.**

During the past fiscal year, HR developed and rolled out countywide Succession Planning and Mentoring Programs. These programs are part of a broader employee development program that was rolled out during the first quarter of FY2008-09. The programs focus on developing employees to succeed current leaders, to ensure business continuity, and to increase leadership competencies in each department. In addition to current training programs, HR will continue with the mid-manager leadership training series, a refreshed new executive orientation, as well as the introduction of a new Supervisory Certification Program (SCP) in line with the 16 competencies followed by the mid-manager program. HR will launch a new Supervisory Leadership Development Program (SLDP) targeting supervisory, managerial, and professional employees and a Communications Skills Certificate Program available to all employees. HR also plans to further expand the current employee development program to include a comprehensive set of recruitment and employment development initiatives (apprenticeships, internships, executive recruitment and other programs to recruit for strategic, hard-to-fill positions), provide departments with tools to help them better assess employee performance and evaluate talent, and to create an increased number of new channels of entry to County service.

The HR department will continue to lead, coordinate, and conduct meaningful collective bargaining efforts for the ten labor unions to reach a successful closure to all union contracts.

Regarding the need for more progressive initiatives, HR will proactively work with client departments to assist with people issues as they relate to strategic business goals. This will include redesigning the role of the HR professional to be a true "HR Consultant", HR leading the training and education of DPRs, as well as developing and implementing a series of countywide measurement and assessment tools to evaluate critical workforce factors such as overtime utilization, absenteeism, appeals, payroll issues, employee development needs, and turnover. In addition, development of suggestions for the modernization of personnel rules, implementation of improvements to the performance evaluation process, and improvements to the effectiveness of communication to department directors will be a priority of the HR department.

HR intends to continue to support the countywide rollout of Enterprise Resource Planning (ERP) and Shared Services. Additionally, HR and ETSD will continue with the implementation of employee self-service time collection (ePARs). Further expansion of ePARs will depend on ETSD's assessment of hardware and data storage needs.

The department anticipates the need to continue pipeline and layoff administration for a smooth and rapid transition while assisting employees through this process. In addition, weekly communication apprising the County Executive Office (CEO) of the overall state of the workforce and layoff issues will be implemented.

## Departmental Business Plan and Outlook

Department Name: Human Resources

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grievance and discipline tracking, succession planning, Idea Machine and a web-based medical records notification application (ongoing).

- o Develop an effective communication and familiarization plan for department directors.

### **GOAL: 2. Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange (ES4)**

#### 2.1. Available, reliable systems (ES4-2)

##### 2.1.a. Provide reliable HR systems (ES4-2-1) (ongoing)

- o Continue with countywide implementation of online employee self-serve Time and Labor application (ePARs) to realize efficiencies and increase accountability.
- o Develop a plan to improve performance evaluation process including methods, tracking, reporting, and analyzing scores on a countywide basis to be used to support future policy changes.
- o Implement a consolidation and improvement of performance evaluation tools/forms.
- o Evaluate recruitment system functionality to identify in-house opportunities to improve the system's capabilities.

#### 2.2. County processes improved through information technology (ES4-6 priority outcome)

##### 2.2.a. Improve and streamline processes (ES4-6-1) (ongoing)

- o Percent of accurate paychecks issued by Payroll and Records Management Division.
- o Support countywide implementation of Shared Services/ERP. Schedule to be determined by the County Manager.
- o Evaluate business processes and workplace rules including those associated with collective bargaining and identify opportunities to change business rules to minimize customization of technology and systems.
- o Continue to develop analytical tools and reports to identify and assess chronic HR issues countywide and at the departmental level to proactively begin to address important HR issues before they become problematic. These tools cover areas such as overtime utilization, turnover, disciplinary actions and appeals, and absenteeism. A series of measures will be developed for rollout by FY09-10.
- o Develop recommendations to consolidate and modernize personnel rules and eliminate ineffective past practices.
- o Develop modern and effective solutions to HR issues to respond to client departmental demands/needs.

## Departmental Business Plan and Outlook

Department Name: Human Resources

Fiscal Years: 2009-10 & 2010-11

### 3.4. Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (ES5-4 priority outcome)

#### 3.4.a. Improve the overall skills of the workforce to support County priorities (ES5-4-1)

- Total number of employees trained by and through HR.
- Total number of employees participating in mid-management training.
- Total number of employees participating in the Supervisory Leadership Development Program.
- Implement a learning assessment survey instrument to determine effectiveness of training.
- Continue to develop analytical tools and reports to identify and assess chronic HR issues countywide and at the departmental level to proactively begin to address important HR issues before they become problematic. These tools cover areas such as overtime utilization, turnover, disciplinary actions and appeals, and absenteeism. A series of measures will be developed for rollout by FY09-10.
- Support and enhance employee development programs, which include training, internships, apprenticeships, succession planning and mentoring.
- Conduct a post-training evaluation after training is completed.
- Maintain excellent post-training effectiveness (percent of customer satisfaction).
- Launch a new Senior Leadership Development Program (SLDP) to benefit supervisors, managers, and professionals.
- Launch a new Communications Skills Certificate Program for all County employees.
- Continue the Mid-Manager Leadership Program.

#### 3.4.b. Improve the overall skills of the HR workforce to support County priorities (ES5-4-2)

- Continue to develop analytical tools and reports to identify and assess chronic HR issues countywide and at the departmental level to proactively begin to address important HR issues before they become problematic. These tools cover areas such as overtime utilization, turnover, disciplinary actions and appeals, and absenteeism. A series of measures will be developed for rollout by FY09-10.
- Implement a program to increase HR staff skills (Initiative).
- Number of HR Department employees participating in training.
- Conduct a post training evaluation after training is completed.
- Maintain excellent post training effectiveness (percent of customer satisfaction).

## **Departmental Business Plan and Outlook**

**Department Name: Human Resources**

**Fiscal Years: 2009-10 & 2010-11**

### **Critical Success Factors for Specific Objectives**

The Department's ability to meet individual objectives also hinges on specific factors that could impact the availability of resources to timely execute desired tasks. Key success factors by program objectives are listed below.

#### Increase overall customer satisfaction (ES1-4-1)

- ETSD support for this initiative is critical. However, ETSD's ability to support these initiatives will depend on their ability to simultaneously retire some existing legacy applications, and to redeploy staff that currently provides daily program support.
- The Department's ability to receive buy-in from County HR staff and to develop a culture of enhanced customer service.

#### Provide reliable HR systems (ES4-2-1)

- The Department's ability and the capacity of ETSD to effectively leverage support to implement upgrades and enhancements to current infrastructure.
- Ability to secure and maintain funding during FY2010-11 to continue the audit of personnel records converted to electronic records. The focus will now center on the audit of personnel documents in addition to the regular production work of scanning new personnel documents.

#### Improve and streamline processes (ES4-6-1)

- Successful reorganization of the Payroll Section to improve productivity.
- The extent to which software enhancements are completed in time to improve work flows and reduce the level of manual intervention needed.

#### Provide Departments with qualified personnel (SORTIE) (ES5-1-1)

- Implementation of eJobs has permitted HR to reallocate the savings to support additional positions to implement the new strategic initiatives. The Department must continue to realize these savings and shift resources to priority areas of concern.
- HR has completed the application of system bundles (updates and software patches) to the PeopleSoft System. An evaluation of current business process and the development of new application templates for promotional positions is planned for FY2009-10.

#### Retain excellent employees (ES5-2-1)

- The extent to which the Property Tax adjustments displace funding or result in layoffs and ultimate separation of staff from County service.
- Adequate budgets remain available to roll out new Development and Leadership Training.

## **INTERNAL SUPPORT REQUIREMENTS**

1. The ability of ETSD to support HR's information needs, i.e., Support ERP / PeopleSoft implementations, employee surveys, ePARs, data availability, and report writing capabilities. This year's unprecedented number of requests for information from our elected officials, bargaining unit representatives and management underscored the necessity for better data management. It is imperative that HR and ETSD work together to devise more intelligent methods of data collection given legacy system limitations so that data extraction will be less labor intensive.
2. The Government Information Center's (GIC) support to market, upgrade, brand, and maintain web systems and HR priority programs (develop and support Idea Machine, HR website and employee self-service redesign, employee development programs, etc.).

## **SUSTAINABILITY**

1. Increase staff awareness regarding electricity use. Initiative to develop a staff educational and outreach campaign. (Applies across department)
2. Recycle paper of personnel documents scheduled for destruction. Measure the number of personnel document boxes shredded and recycled. (Applies across department)

## **3 to 5 YEAR OUTLOOK**

The current workforce consists of 27,595 full time employees ranging in ages from 18 to 72 years old. The median age is 45 and within the next five years, 21 percent of the workforce will reach retirement age. It is important for the County to effectively plan for the departure of employees and develop knowledge management programs to ensure significant knowledge is not lost. The department needs to recruit new employees, train its current workforce, and facilitate the knowledge transfer from employees expected to separate from County service. Additionally, the County must develop creative and competitive methods of retaining top performing employees at all organizational levels.

In addition to managing these issues, the County must position itself as a highly desirable place to work and as such must continuously refine workplace rules and prepare the workplace for a new generation of employees with job and work attitudes and skill sets that must be incorporated in the County's Human Resources policies. For example, the County must take steps to develop a more automated workplace, increase the propagation of technology and electronic communication tools and associated workplace rules to attract and retain younger workers entering the County service.

As the Department faces challenges to provide services and respond to the County's increasing needs, a reorganization of the way HR delivers services, the relationship with Department Personnel

*Attachment 1*  
**DEPARTMENTAL PROFILE**

The Human Resources Department provides centralized HR services for Miami-Dade County through the following operating divisions: Recruitment, Compensation and Testing, Employee Development, Employee & Labor Relations, and Payroll & Information Management. Divisions report directly to the Department Director who is ultimately responsible for all aspects of departmental operations. The Administrative Support Unit, as part of the Director's Office, provides department-wide support in the areas of procurement, budget, fiscal management and business planning. This unit will continue to lead the development and rollout of new strategic initiatives including HR program development, strategic/business planning, departmental business and performance management, and enhanced staff communication.

**Recruitment, Compensation and Testing**

This Division primarily administers the procedures stipulated in Administrative Order 7-21, Centralized Employment Services. This Division manages the competitive recruitment and selection process, administers position classifications and pay plans, coordinates layoffs, and other employee displacements. The Division also develops and administers competitive examinations and testing, processes new hires, and coordinates criminal background checks.

**Employee Development**

The Employee Development Division provides three distinct support services to County departments. These include developing and delivering employee development and training programs, providing counseling, assessments, and referrals for substance abuse or other employee assistance, and coordinating the IDEA Rewards program.

**Employee & Labor Relations**

The Division manages bargaining agreements as negotiated with the County's ten labor unions, coordinates, administers and processes employee appeals, collective bargaining grievances and provides advice related to the provisions of the agreements. This Division also administers all employee discipline, name clearing, and job abandonment issues. The ten labor unions are listed below:

1. International Association of Firefighters Local 1403
2. Dade County Police Benevolent Association—Rank and File Unit
3. Dade County Police Benevolent Association—Supervisory Unit
4. AFSCME Local 1542—Aviation Employees Unit
5. AFSCME Local 199—General Employees Unit
6. AFSCME Local 121—Water and Sewer Employees Unit
7. AFSCME Local 3292—Solid Waste Employees Unit
8. Government Supervisors Association of Florida OPEIU Local 100—Supervisory Unit
9. Government Supervisors Association of Florida OPEIU Local 100—Professional Unit
10. Transport Workers Union Local 291

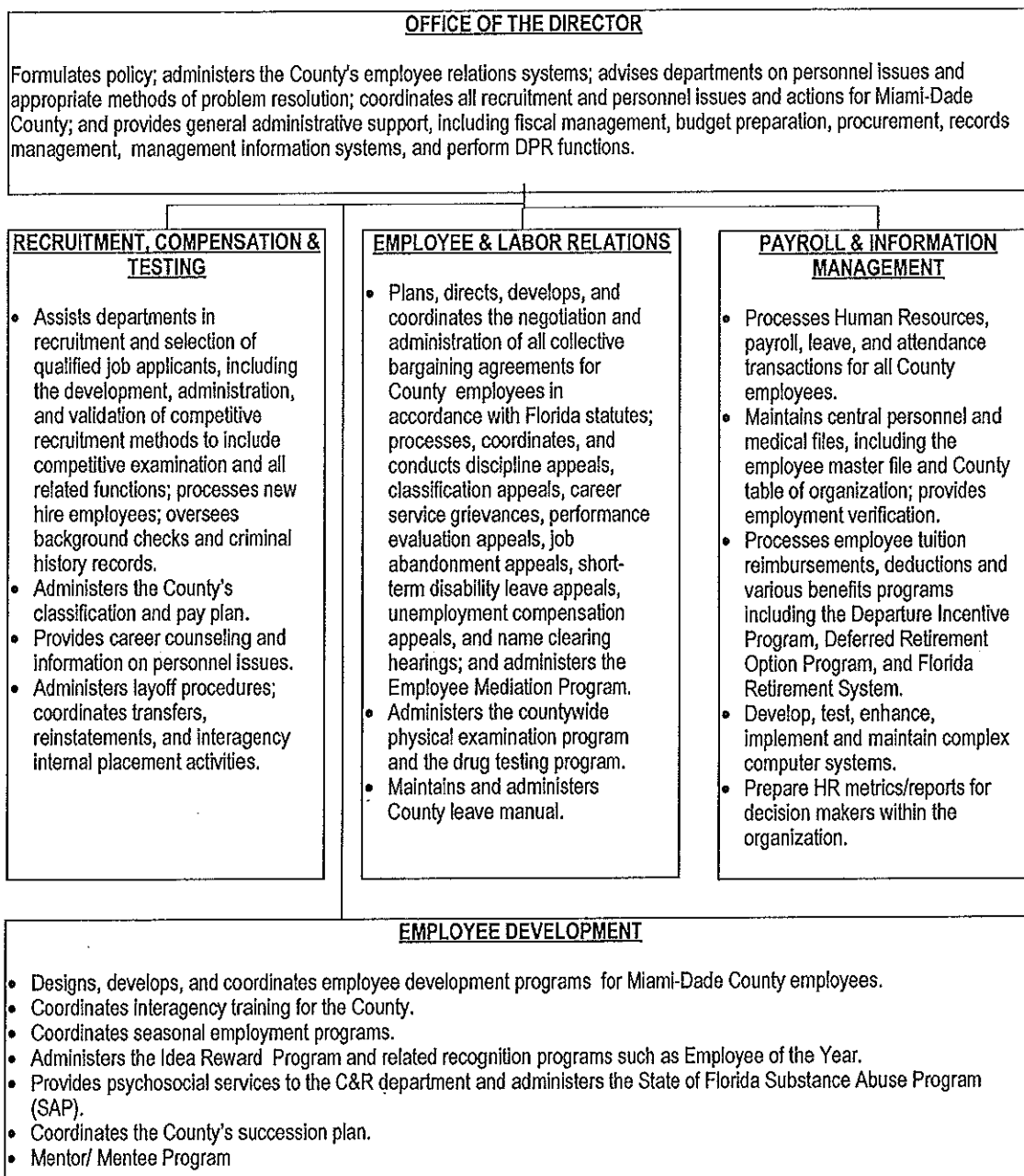


## Departmental Business Plan and Outlook

Department Name: Human Resources

Fiscal Years: 2009-10 & 2010-11

### TABLE OF ORGANIZATION



## **Departmental Business Plan and Outlook**

**Department Name: Human Resources**

**Fiscal Years: 2008-09 & 2009-10**

To meet changing career development needs and to support the County's strategic direction, HR launched a number of new training courses in recent years. The following are examples of programs and clinics that were recently launched or going to be launched and are being offered during FY2009-10:

- Conflict Management Relations
- Developing Performance Measures
- Employee Recognition
- Grammar
- Leadership
- Making Meetings Work
- Employee Performance Appraisal
- Motivation & Delegation
- Resume Writing
- Highly Effective Teams
- Creative Problem Solving Strategies
- Communication Skills Certificate Program
- Supervisory Leadership Development Program
- Mid-Manager Leadership Program
- 7 Online Employee Basic Courses
- 1 Online Professional Development Clinic

The Department must also be poised to readily adapt to a rapidly changing technological environment. Plans to replace current applications that utilize aging technologies (Integrated Data Management System Personnel Master File and other Delphi applications) must be developed and implemented in a timely, judicious, and cost-effective manner with a cohesive plan that incorporates the long-range goals for the County's Information Technology infrastructure. The continued implementation of PeopleSoft is anticipated to resolve these issues over the long term and is welcomed by the HR department. Improvements in the Electronic Data Management System technology will facilitate the continued consolidation of file rooms countywide. Additionally, online forms and workflow will result in efficiencies and more cost-effective service delivery. HR depends heavily on the support provided by ETSD. The development and maintenance of programs and networks as well as the ability to successfully migrate to new technologies are integral to the Department's success. Sufficient funding and support to implement HR / ETSD initiatives are critical to maintain current and future HR applications.















# SCORECARD DETAIL-Human Resources

Details - Base View

None Initiatives Processes

Base

## 1.0 Customer

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Provide departments with qualified personnel (SORTIE) (ES5-1-1)</u>					
<u>Shorten the employee recruitment period from 95 to 45 days</u>	FY10 Q3	 41	45	 40	45
<u>Percentage of physicals results processed within 5 working days</u>	FY10 Q3	 95 %	90 %	n/a	n/a
<u>Retain excellent employees (ES5-2-1)</u>					
<u>Align workforce with organizational priorities through grievances, appeals, and complaint resolution (ES5-3-1) (priority outcome)</u>					
<u>Percentage of appealed classification decisions in which the decisions are sustained</u>	FY10 Q3	 75 %	95 %	 63 %	95 %
<u>Percentage of disciplinary appeal recommendations sustained by the County Manager</u>	FY10 Q2	 93 %	99 %	n/a	n/a
<u>Percentage of collective bargaining grievances at step four that are resolved prior to arbitration.</u>	FY10 Q2	 43 %	50 %	 33 %	50 %
<u>Develop and rollout programs to motivate employees (ES5-3-2)</u>					
<u>Increase overall customer satisfaction (ES1-4-1)</u>					
<u>Human Resources annual satisfaction rating</u>	FY07	 4.48	4.50	n/a	n/a
<u>Improve the overall skills of the workforce to support County priorities (ES5-4-1) (priority outcome)</u>					
<u>Total number of employees trained (facilitated by HR)</u>	FY10 Q3	 1,571	1,200	 3,944	3,900
<u>Post training effective evaluation within six months after training is completed</u>	FY10 Q3	 84 %	70 %	n/a	n/a
<u>Maintain post training effectiveness (percent of customer satisfaction)</u>	FY09 Q3	 98	95	n/a	n/a
<u>Percent of employees who completed New Employee Orientation within two weeks of date of hire</u>	FY10 Q3	 98	95	n/a	n/a

Labor Management

Abreu, Edsel Deutsch, Mark  
Edwards, Michael  
Heffner, Scott Saul, Nicola  
Toledo, Karen

## Parent Scorecards

County Manager's Scorecard

Budget Implementation: FY 09-10

**Owners**  
Burgess, George

Admin, Admin

## Objectives

Provide departments with qualified personnel (SORTIE) (ES5-1-1)

Retain excellent employees (ES5-2-1)

Align workforce with organizational priorities through grievances, appeals, and complaint resolution (ES5-3-1) (priority outcome)

Develop and rollout programs to motivate employees (ES5-3-2)

Increase overall customer satisfaction (ES1-4-1)

Improve the overall skills of the workforce to support County priorities (ES5-4-1) (priority outcome)

Meet Budget Targets (Human Resources) (ES8-2)

Provide reliable H.R. systems (ES4-2-1)

Improve and streamline processes (ES4-6) (priority outcome)

Improve the overall skills of the H.R. workforce to support County priorities (ES5-4-2) (priority outcome)

**Owners**  
Abreu, Edsel Maher, Angela

Abreu, Edsel Maher, Angela

Abreu, Edsel Maher, Angela

Abreu, Edsel Maher, Angela

Abreu, Edsel Maher, Angela

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Abreu, Edsel Maher, Angela




























Abreu, Edsel Maher, Angela

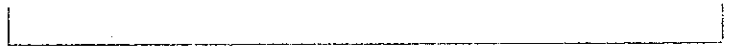
## Program Groups

There are no program groups linked at this time.

## Initiatives

	Type	As Of	\$	📊	✓	📅	%	Status	Owners
ERD Online PARs Pilot Project	📅	12/31/2009	▲	▲			n/a	In Progress	Cuellar, Arleene
Implement a cost effective survey instrument to evaluate customer satisfaction and identify and address service gaps. This will be completed by September 30, 2011. (ES1-4-1)	📅	09/30/2010	▲	▲	▲		95%	In Progress	Abreu, Edsel Rizzo, Mary Lou Maher, Angela Leahy, Kathy Valdes, Reinaldo
Expand employee self-services for HR related information such as improvements to the recruitment systems, online ethics and diversity training by the end of the third quarter	📅	03/31/2010					100%	Complete	Rizzo, Mary Lou Maher, Angela Valdes, Reinaldo

<u>assistance and transitional support to employees displaced/impacted by budget reductions. (ES5-2-1)</u>		12/31/2009  	90%	In Progress	<u>Rizzo, Mary Lou</u> <u>Ledesma, Mari</u> <u>Gonzalez, Daniel</u>
<u>Market Miami-Dade County as the employer of choice in South Florida (ES5-2-1)</u>		12/31/2009  	90%	In Progress	<u>Rizzo, Mary Lou</u> <u>Abreu, Edsel</u> <u>Ledesma, Mari</u> <u>Gonzalez, Daniel</u>
<u>Prepare a comprehensive 2008 collective bargaining action plan with negotiating priorities by March 1, 2008 (ES5-3-1)</u>		09/30/2008  	100%	Complete	<u>Abreu, Edsel</u> <u>Edwards, Michael</u> <u>Deutsch, Mark</u> <u>Saul, Nicola</u> <u>Toledo, Karen</u> <u>Heffner, Scott</u>
<u>Complete collective bargaining with the 10 unions by the end of Fiscal Year 2008 or as targeted by the County Manager. (ES5-3-1)</u>		06/30/2010 	90%	In Progress	<u>Abreu, Edsel</u> <u>Edwards, Michael</u> <u>Deutsch, Mark</u> <u>Toledo, Karen</u> <u>Saul, Nicola</u> <u>Heffner, Scott</u>
<u>Develop a comprehensive employee motivation and incentive programs consistent with County policies. (ES5-3-2)</u>		12/31/2009  	100%	Complete	<u>Abreu, Edsel</u> <u>Vallaza, Sara</u> <u>Valdes, Reinaldo</u> <u>Mullings, Andrew</u>
<u>Implement enhancements to the Employee Suggestion Program and employee recognition initiatives to include the introduction of a countywide recognition training program (ES5-3-2)</u>		03/31/2008  	n/a	Complete	<u>Abreu, Edsel</u> <u>Vallaza, Sara</u> <u>Mullings, Andrew</u> <u>Valdes, Reinaldo</u>
<u>Implement a learning assessment survey instrument to determine effectiveness of training (ES5-4-1)</u>		09/30/2009	100%	Complete	<u>Abreu, Edsel</u> <u>Mullings, Andrew</u> <u>Valdes, Reinaldo</u>
<u>Develop and implement a series of countywide measurement tools to be used to evaluate Human Resources issues impacting employee performance (ES5-4-1)</u>		03/31/2010  	25%	In Progress	<u>Abreu, Edsel</u> <u>Rizzo, Mary Lou</u> <u>Cuellar, Arleene</u> <u>McLean, Melanie</u> <u>Maher, Angela</u> <u>Heffner, Scott</u> <u>Valdes, Reinaldo</u>
<u>Implement a comprehensive mentoring program to provide employees with cross-functional experience as part of the proposed Human Capital Development Program (ES5-4-1 Initiative 2)</u>		12/31/2007  	n/a	In Progress	<u>Abreu, Edsel</u> <u>Rizzo, Mary Lou</u> <u>Mullings, Andrew</u>
<u>Rollout a leadership development program</u>		03/31/2009  	100%	Complete	<u>Abreu, Edsel</u> <u>Rizzo, Mary Lou</u>



Measure	Owner(s)
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Percentage of physicals results processed within 5 working days

Mark Deutsch Michael Edwards Scott Heffner Nicola Saul  
Karen Toledo Edsel Abreu

#### Performance

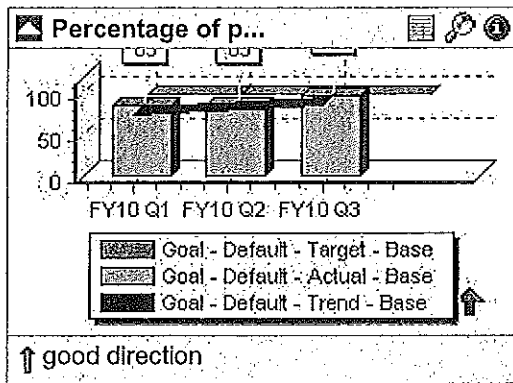
Ind	Actual	Target	Variance	Date
■	95 %	90 %	5 %	FY10 Q3

#### Initiatives Linked To Measure

Owner(s)

#### Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
Align workforce with organizational priorities through grievances, appeals, and complaint resolution (ES5-3-1) (priority outcome)	Edsel Abreu Angela Maher

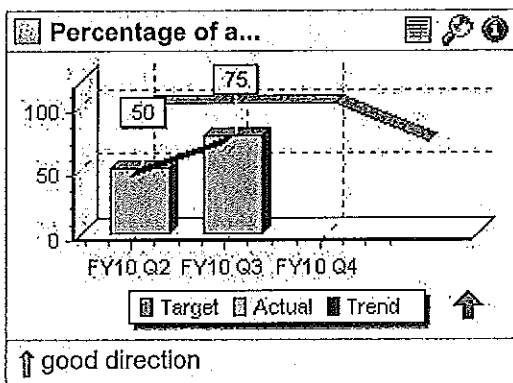


Initiatives Linked To Objective	Owner(s)	GrandParent Objectives	Parent Objectives
Prepare a comprehensive 2008 collective bargaining action plan with negotiating priorities by March 1, 2008 (ES5-3-1)	Edsel Abreu Mark Deutsch Michael Edwards Scott Heffner Nicola Saul Karen Toledo		
Complete collective bargaining with the 10 unions by the end of Fiscal Year 2008 or as targeted by the County Manager (ES5-3-1)	Edsel Abreu Mark Deutsch Michael Edwards Scott Heffner Nicola Saul Karen Toledo		

Measure	Owner(s)
Percentage of appealed classification decisions in which the decisions are sustained	Mark Deutsch Michael Edwards Daniel Gonzalez Scott Heffner Mary Lou Rizzo Nicola Saul Karen Toledo Linda Weber Edsel Abreu

HR will complete a summary assesement of appeals, develop and implement strategies to address root causes, and attempt to reduce appeals.

Performance					Initiatives Linked To Measure		Owner(s)		
	Actual	Target	Variance	Date	Child Measures Linked To Measure				
	75 %	95 %	(20) %	FY10 Q3	Ind	Name	Actual	Target	Date





**Objective Name****Owner(s)**

Develop and rollout programs to motivate employees (ES5-3-2)

Edsel Abreu Angela Maher

**Initiatives Linked To Objective****Owner(s)**

Develop a comprehensive employee motivation and incentive programs consistent with County policies. (ES5-3-2)

Edsel Abreu  
Andrew Mullings  
Reinaldo Valdes  
Sara Vallaza

Implement enhancements to the Employee Suggestion Program and employee recognition initiatives to include the introduction of a countywide recognition training program (ES5-3-2)

Edsel Abreu  
Andrew Mullings  
Reinaldo Valdes  
Sara Vallaza

**GrandParent Objectives****Parent Objectives**

Objective Name	Owner(s)
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Improve the overall skills of the workforce to support County priorities (ES5-4-1) (priority outcome)	Edsel Abreu Angela Maher
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Initiatives Linked To Objective	Owner(s)
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Implement a learning assessment survey instrument to determine effectiveness of training (ES5-4-1)	Edsel Abreu Andrew Mullings Reinaldo Valdes
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Develop and implement a series of countywide measurement tools to be used to evaluate Human Resources issues impacting employee performance (ES5-4-1)	Edsel Abreu Arleene Cuellar Scott Heffner Angela Maher Melanie McLean Mary Lou Rizzo Reinaldo Valdes
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Implement a comprehensive mentoring program to provide employees with cross-functional experience as part of the proposed Human Capital Development Program (ES5-4-1 Initiative 2)	Edsel Abreu Mari Ledesma Andrew Mullings Mary Lou Rizzo
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Develop and rollout analytical tools and reports to identify and assess chronic HR issues. (ES5-4-2)	Edsel Abreu Arleene Cuellar Maritza Marti Melanie McLean Mary Lou Rizzo
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Implement a program to increase HR staff skills (ES5-4-2)	Edsel Abreu Mary Lou Rizzo Reinaldo Valdes
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Rollout a leadership development program targeted to executives, mid-managers, and supervisors. (ES5-4-1)	Edsel Abreu Mary Lou Rizzo Reinaldo Valdes
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Measure	Owner(s)
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Total number of employees trained (facilitated by HR)	Edsel Abreu Marcela Diaz Andrew Mullings Reinaldo Valdes
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Includes units reimbursed by departments, as well as units reimbursed by revenue diversion

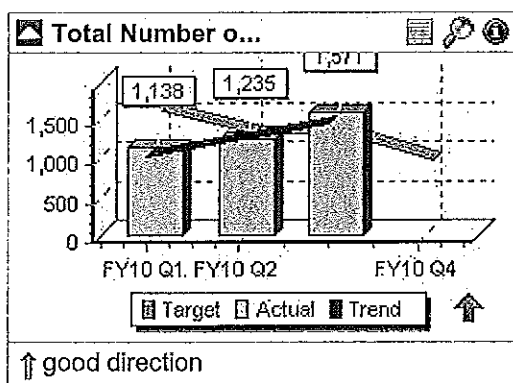
Performance				
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Ind	Actual	Target	Variance	Date
▲	1,571	1,200	371	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
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Ind	Name	Actual	Target	Date
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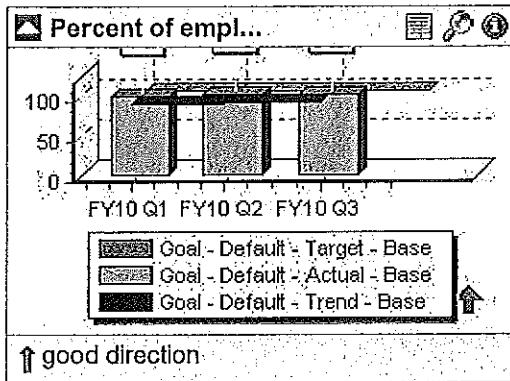
Measure	Owner(s)
Percent of employees who completed New Employee Orientation within two weeks of date of hire	Marcela Diaz Andrew Mullings Reinaldo Valdes Edsel Abreu

Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
	98	95	3	FY10 Q3

Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

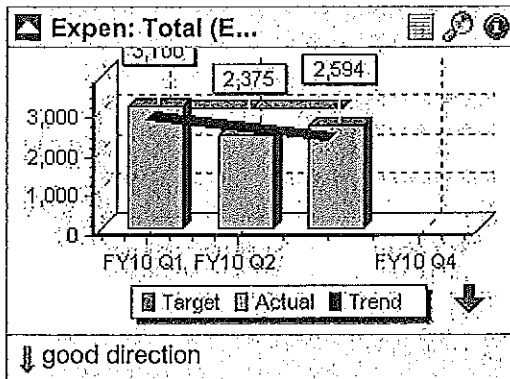
Expen: Total (Employee Relations)

Edsel Abreu

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	\$2,594 K	\$2,851 K	\$257 K	FY10 Q3

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
<input checked="" type="checkbox"/>	Expen: Personnel (HR)	\$2,171	\$2,465	FY10 Q3
<input checked="" type="checkbox"/>	Expen: Other Operating (HR)	\$423	\$378	FY10 Q3
<input checked="" type="checkbox"/>	Expen: Capital (HR)	\$0	\$8	FY10 Q3

**Measure****Owner(s)**

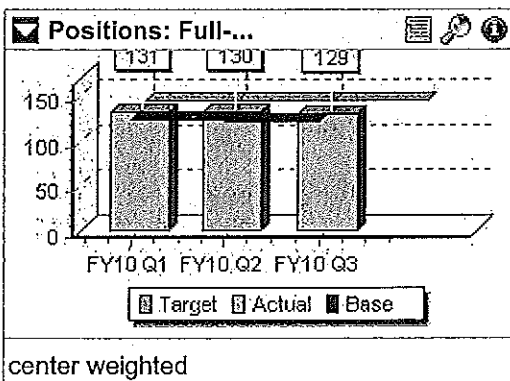
Positions: Full-Time Filled (HR)

Edsel Abreu

The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	129	135	(6)	FY10 Q3

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name****Owner(s)**

Improve and streamline processes (ES4-6) (priority outcome)

Edsel Abreu Angela Maher

Improve and streamline processes (ES4-6)

**Initiatives Linked To Objective****Owner(s)**

Support countywide implementation of Shared Services/ERP. (ES4-6-1)

Edsel Abreu  
Arleene Cuellar  
Mary Lou Rizzo

Evaluate business processes and workplace rules including those associated with collective bargaining and identify opportunities to change business rules to minimize customization of the ERP

Edsel Abreu  
Arleene Cuellar  
Mark Deutsch  
Michael Edwards  
Daniel Gonzalez  
Scott Heffner  
Angela Maher  
Melanie McLean  
Mary Lou Rizzo  
Nicola Saul  
Karen Toledo  
Reinaldo Valdes

Re-engineer County HR job functions to increase efficiency and customer service with the aim to decrease overtime expenses, simplify processes and improve overall service quality

Edsel Abreu  
Arleene Cuellar  
Daniel Gonzalez  
Scott Heffner  
Angela Maher  
Mary Lou Rizzo  
Reinaldo Valdes**GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Percent of accurate paychecks issued by Payroll and Records Management Division

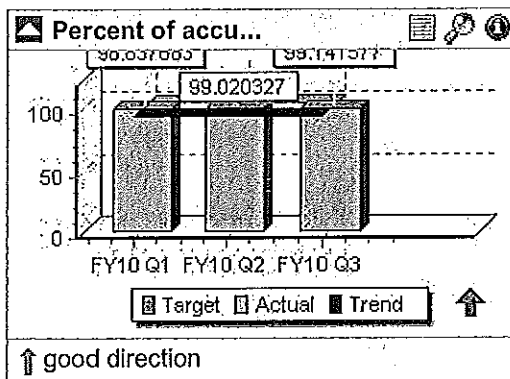
Arleene Cuellar Melanie McLean Edsel Abreu

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	99.14 %	98.00 %	1.14 %	FY10 Q3

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
<input checked="" type="checkbox"/>	Average number of checks issued per pay period	31,919	33,000	FY10 Q3
<input checked="" type="checkbox"/>	Average number of payroll errors per pay period	274.00	660.00	FY10 Q3



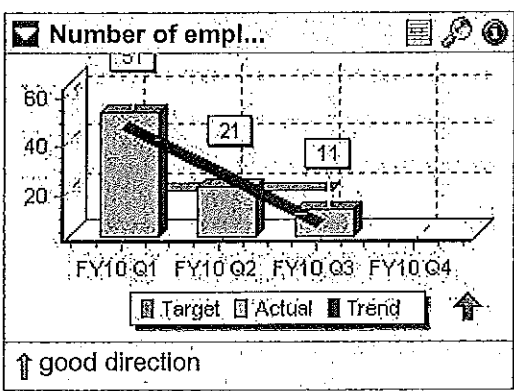
# Learning and Growth Perspective




























Objective Name	Owner(s)
Improve the overall skills of the H.R. workforce to support County priorities (ES5-4-2) (priority outcome)	Edsel Abreu Angela Maher

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives	Parent Objectives
Develop and rollout analytical tools and reports to identify and assess chronic HR issues. (ES5-4-2)	Edsel Abreu Arleene Cuellar Maritza Marti Melanie McLean Mary Lou Rizzo		
Implement a program to increase HR staff skills (ES5-4-2)	Edsel Abreu Mary Lou Rizzo Reinaldo Valdes		

Measure	Owner(s)
Number of training sessions attended by H.R. employees	Andrew Mullings Reinaldo Valdes Edsel Abreu
Number of training sessions attended by H.R. employees	

Performance					Initiatives Linked To Measure		Owner(s)		
Ind	Actual	Target	Variance	Date					
<input checked="" type="checkbox"/>	11	16	(5)	FY10 Q3	Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date					



Develop and implement a comprehensive Human Capital (Employee Development) Program to include occupational internships and apprenticeship, succession planning, and mentoring. (ES5-1-1)		06/30/2010		n/a	In Progress	Abreu, Edsel Rizzo, Mary Lou Ledesma, Mari Valdes, Reinaldo Mullings, Andrew
Implement a comprehensive Succession Planning Program by the end of the third quarter of 2008. (ES5-1-1)		03/31/2008	 	80%	In Progress	Abreu, Edsel Rizzo, Mary Lou Ledesma, Mari Mullings, Andrew Valdes, Reinaldo
Provide placement assistance and transitional support to employees displaced/impacted by budget reductions. (ES5-2-1)		12/31/2009	 	 93%	In Progress	Abreu, Edsel Rizzo, Mary Lou Ledesma, Mari Gonzalez, Daniel
Market Miami-Dade County as the employer of choice in South Florida (ES5-2-1)		12/31/2009	 	90%	In Progress	Rizzo, Mary Lou Abreu, Edsel Ledesma, Mari Gonzalez, Daniel
Prepare a comprehensive 2008 collective bargaining action plan with negotiating priorities by March 1, 2008 (ES5-3-1)		09/30/2008	 	100%	Complete	Abreu, Edsel Edwards, Michael Deutsch, Mark Saul, Nicola Toledo, Karen Heffner, Scott
Complete collective bargaining with the 10 unions by the end of Fiscal Year 2008 or as targeted by the County Manager (ES5-3-1)		06/30/2010		90%	In Progress	Abreu, Edsel Edwards, Michael Deutsch, Mark Toledo, Karen Saul, Nicola Heffner, Scott
Develop a comprehensive employee motivation and incentive programs consistent with County policies. (ES5-3-2)		12/31/2009	 	100%	Complete	Abreu, Edsel Vallaza, Sara Valdes, Reinaldo Mullings, Andrew
Implement enhancements to the Employee Suggestion Program and employee recognition initiatives to include the introduction of a countywide recognition training program (ES5-3-2)		03/31/2008	 	n/a	Complete	Abreu, Edsel Vallaza, Sara Mullings, Andrew Valdes, Reinaldo
Implement a learning assessment survey instrument to determine effectiveness of training (ES5-4-1)		09/30/2009		100%	Complete	Abreu, Edsel Mullings, Andrew Valdes, Reinaldo
Develop and implement a series of countywide measurement tools to be used to evaluate Human Resources issues impacting employee		03/31/2010	 	25%	In Progress	Abreu, Edsel Rizzo, Mary Lou Cuellar, Arleene McLean, Melanie Maher, Angela Heffner, Scott